

**California Partnership for the San Joaquin Valley
Higher Education and Workforce Development Work Group
Strategic Action Proposal
October 2006**

I. Mission Statement

The mission of the Higher Education and Workforce Development Work Group is to expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

II. Background

A. Scope Adopted by Partnership

Vocational Training

- Work with the community college system, regional occupational programs, industry leaders, private colleges, local workforce investment boards, and state agencies to develop a comprehensive plan to expand the region's vocational training capacity in high-demand occupations with living wages and "career ladders" that meet employer needs. Propose actions to ensure community college programs are effectively coordinated.
- Develop and implement pilot projects that can be used as demonstrations to quickly accelerate the availability of vocational training programs.

Local Workforce Investment Agencies

- Develop a process for identifying and evaluating employer demands throughout the region.
- Identify current utilization of training funds and assess relationship to employer demands.
- Identify regional workforce development opportunities and align workforce training investments with economic development targeted industries.
- Work with state agencies, California Workforce Investment Board, Department of Labor, and local Workforce Investment Boards (WIBs) in the region to identify system bottlenecks and inefficiencies that are restricting workforce development efforts, including standards for training providers.
- Develop creative strategies to resolve those issues and improve overall effectiveness.

College Degree Attainment Rates

- Leverage the work of the Central Valley Higher Education Consortium and participating institutions to develop a college-going culture in the region.

Access to Baccalaureate Education

- Identify gaps in access to baccalaureate education in underserved parts of the region.
- Conduct market assessments to determine need for expanded baccalaureate programs.
- Work with education, industry and state agencies to develop creative plans to fill the gaps, including maximum leverage of distance learning opportunities.

Health Services and Medical Education

- Create a consensus with area stakeholders and state agencies around a comprehensive, integrated strategy to meet the healthcare worker shortage in the region.

Public Outreach

- Develop an action plan for outreach to make education and workforce preparation opportunities available to residents and widely accessible at the grassroots level.

III. Goals and Objectives

A. Narrative

Overall Metrics: The broad, 10-year success measurements adopted for the Higher Education and Workforce Development Work Group include:

- Increase per capita income and median household income;
- Decrease unemployment;
- Decrease the percentage of families below the poverty line;
- Increase job growth in target industries;
- Increase enrollment in and completion of training and education beyond high school;
- Increase college graduation rates;
- Increase education attainment; and
- Increase access to and use of advanced communication services.

1. Goal 1: Create a comprehensive, demand-driven workforce investment system that supports the growth of the region's target industry clusters.

The overall intent of this recommendation is to support the region's shift from a "cost-based" model of economic competitiveness to a "value-based" competitiveness, a concept that has been well-developed through such documents as "Strategic Planning in the Technology-Driven World"¹ and "Innovate America."² For the San Joaquin Valley's businesses to compete based on value, the region must have key assets in place; most important are a highly skilled incumbent workforce and an effective system that provides the pipeline to meet future workforce demands. Preparing a world-class workforce in the San Joaquin Valley will require a multi-agency, cross-jurisdictional, demand driven (or "industry driven") system. The following objectives, if successfully executed, will establish such a system.

a. Objectives

- **Objective A: Align workforce development resources to support target industry clusters.**

Through the Partnership Work Group meetings and public forums, the following target industry clusters have been identified: Agribusiness, including Food

¹ "Strategic Planning in the Technology Driven World: A Guidebook for Innovation-Led Development," Economic Development Administration, U.S. Department of Commerce, 2001.

² "Innovate America: National Innovation Initiative," Council on Competitiveness, December 2004, available at www.compete.org.

Processing, Agricultural Technology, and Biotech; Manufacturing; Supply Chain Management and Logistics; Health and Medical Care; and Renewable Energy. The local workforce investment boards and economic development organizations are in agreement on these target industries. The Work Group is not suggesting that these industries be the exclusive focus of workforce development resources in the region. Rather, they are targets for program alignment and additional resources because of their potential for growth in the region and the career lattice opportunities in each cluster.

- **Objective B: Complete a comprehensive occupational analysis of key jobs in target industries to identify current and emerging employment forecasts and required skills sets.**

To the greatest extent possible, take advantage of existing research and data from local workforce investment boards, economic development organizations, state and federal resources, and industry trade association reports. Establish an ongoing mechanism for collecting current and accurate data on employment trends.

- **Objective C: Develop and maintain a comprehensive, web-based inventory of vocational training offerings by occupation, location, and educational level (9-12 preparation, adult schools, colleges/junior colleges/trade affiliations, and private vocational schools).**

This interactive, web-based inventory will be accessible to the region and will be matched against target industry employment forecasts to identify gaps in training availability. Complete a “gap analysis” based on industry demand and existing training capacity to determine where additional training resources should be developed.

- **Objective D: Implement a region-wide business intelligence tool.**

Implement a region-wide, web-based contact and data management tool accessed by local workforce investment boards, community colleges, and economic development organizations to catalog the needs of businesses, mobilize regional resources to meet those needs, and evaluate the return on investment of those training efforts.

- **Objective E: Create a “Just In Time” training voucher fund.**

A Just In Time (JIT) training voucher fund will support *incumbent worker* training in the target industries. This fund will serve as support for specific, performance improvement services for employers and their incumbent workers. In addition, the JIT fund will support training programs for *new-hires* sponsored by target industries and their training partners. Special emphasis will be placed on developing the pipeline from high school to college to employment. The web-based contact and data management system described above will serve as a way to chronicle these partnerships. Match for the JIT fund will be provided by local training funds, education system state apportionment funds and employer investment. Local workforce boards will use the JIT fund as another business

service tool and will assist businesses in applying for training funds that would not otherwise be WIA eligible. The Employment Training Panel is a potential source of funds for the JIT.

- **Objective F: Address workforce supply on a regional basis.**
Local workforce investment boards and community colleges will adopt processes to validate and increase workforce supply to meet industry needs, including (1) developing and adopting standardized assessments to inventory individual workforce competencies and promote life-long learning; (2) implementing a regionally accepted work-ready certificate that is recognized by target industries; (3) working with individual companies to conduct skills assessment of high-demand occupations; (4) developing career guidance models to assist jobseekers toward high-growth industries; and (5) conducting an outreach campaign to promote careers in target industries.
- **Objective G: Align career technical education with target industries.**
Aligning career-technical education curriculum between K-12, ROC/Ps and community colleges to provide more targeted industry-driven programs through an expanded "Tech-Prep 2+2 model," which allows high school students to enroll in courses articulated between high school districts and the community college, especially courses preparing youth for high-demand, high-wage jobs.
- **Objective H: Establish the San Joaquin Valley Workforce Consortium.**
Implementing all of the above objectives requires that a region-wide, flexible structure exists that facilitates collaboration among the eight local workforce agencies. The local workforce boards in the San Joaquin Valley have met and collaborated on various initiatives for a number of years. However, no formal structure of collaboration has been established and resourced to carry out regional initiatives. The local workforce investment boards have agreed to investigate options for establishing and resourcing a formal structure, the San Joaquin Valley Workforce Consortium, which could facilitate cooperation among the local boards, champion the implementation of the above objectives, and be a liaison to the other major workforce and economic development stakeholders in the region, such as the California Community College Central Region Consortium, the Valley's regional occupation programs, and the economic development corporations in each county.
- **Objective I: Align the efforts of the San Joaquin Valley's economic development corporations, the San Joaquin Valley Workforce Consortium and the California Community College Central Region Consortium.**
Improving the competitiveness of the San Joaquin Valley's target industry clusters will require all major economic and workforce development partners pulling in the same direction. Between the Central Valley Economic Development Corporation (with the addition of the Stanislaus Alliance and the San Joaquin Partnership), the San Joaquin Valley Workforce Consortium, and the California Community College Central Region Consortium, all of the region's

economic development corporations, local workforce boards and community colleges are engaged. Systems of communication and regular meetings (e.g. semi-annual or annual strategy sessions) will be established to better serve target industries in the region.

2. **Goal 2: Develop a college-going culture in the San Joaquin Valley.**

a. **Objectives**

- **Objective A: Improve academic preparation and increase expectations for student achievement.**

Developing a college-going culture in the San Joaquin Valley must begin with a data-driven understanding of the current serious lack of college attainment and its economic, social, and cultural implications. The urgency of getting more of our young people to college must be widely understood by educational, civic, and business leaders as well as the general public. The current inability of high school guidance counselors to provide college-going information due to enormous student caseloads must be addressed. In addition, college outreach counselors must have higher visibility throughout Valley high schools and college fairs. Populations that are especially underrepresented should be targeted for special attention: Latino and African-American males. Academic achievement expectations should be raised for all students by encouraging, and ideally mandating, the UC/CSU “A-G” rigorous college-preparatory curriculum as the standard high school curriculum. High school teachers and counselors, as well as all K-12 school personnel, should understand one of their key roles to be “college-going advocates” that includes “college talk” and positive role-modeling, encouragement, and expectations about their students going to college. Programs to engage and educate parents in preparing their students for college will be developed and widely implemented. PIQUE is one such program.

- **Objective B: Increase accessibility of financial aid.**

The full range of financial aid, including loans, must be adequately explained and compellingly presented to students and parents as a good investment for the future of both the individual student and society. The economic value of higher education to society must be continually referenced during the formation of public policy relating to access to and financing of higher education. Seniors in high school should be expected to complete the FAFSA (Free Application for Federal Student Aid), and financial aid application processes and policies should be as simple, fair, and user-friendly as possible. Selected high school guidance counselors (at least one at each high school) should be given time to learn about and dispense college financial aid information to students. Policies that restrict student workers in college should be reviewed to enable more students to have paid work opportunities while in school. Consideration should be given to providing additional financial incentives to college students, and to colleges and universities who graduate them. The very high price of many textbooks should be investigated and out-of-pocket costs reduced for needy students. Financial need should not be a barrier to college for any deserving San Joaquin Valley student.

- **Objective C: Increase availability of information and resources to students and parents.**

Utilize the Central Valley Higher Education Consortium to coordinate efforts to provide culturally appropriate public messages and other information concerning the value and importance of higher education, and how to access it in our region, taking care to build trust between providers of college-going information and those receiving it. Engage parents in the process of preparing their children for college through school-sponsored workshops. Target male Latino and African-American students for special college recruitment attention. The development of free public walk-in higher education information centers sponsored by regional schools, colleges, businesses, and local government should be pursued as a means of providing needed college access information. Such centers, as well as college and university recruitment efforts, should also reach out to older adults who wish to return to school at the postsecondary level.

- **Objective D: Increase collaboration between higher education and P-12 education.**

Communication and collaboration between P-12 and higher education should be enhanced through community based P-16 councils, or similar partnerships, in order to align goals, expectations, and missions more effectively between these segments of education and to smooth the transition between them.

- **Objective E: Align academic content to support economic vitality.**

Ensure that higher education institutions are aware of the latest regional educational needs related to employment trends and able to deliver educational services to sufficient numbers of students in the current environment that requires science, mathematics, engineering, and health services.

- **Objective F: Assure access to educational opportunities.**

Utilize the latest educational technology to deliver educational services to remote Valley areas where students have limited or no access to higher education currently.

- **Objective G: Expand vocational education offerings in the San Joaquin Valley.**

Expanding vocational education in the region was a common theme heard throughout the public forums and the Work Group meetings. Two recommendations emerged through the deliberations. First, funding formulas for vocational education in community colleges should be revised to compensate schools for the higher costs associated with delivering vocational education. Second, the California Community College Chancellor's Office should engage in discussions with the Workforce Investment Board to validate certifications so that state apportionment money could be used for vocational education courses.

3. **Goal 3: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.**

a. **Objectives**

- **Objective A: Establish a UC Merced medical school within ten years.**

A medical education program is needed to address the disproportionate physician shortage in the San Joaquin Valley. UC Merced is leading the effort to develop a medical education program leading to a School of Medicine in the San Joaquin Valley with an emphasis on training physicians who are competent in multi-cultural medicine and who are committed to serving the health needs of the Valley.

UC Merced has completed Phase One of a multi-phase process to initiate medical education in the Valley. UC Merced officials have documented and demonstrated the need for the program, developed a regional model for medical education, consulted with UC Merced and UCSF Fresno faculty and Valley residents, and submitted a proposal to establish medical education to UC Office of the President. The UC Office of the President authorized UC Merced to work with sister UC institutions to develop a detailed plan for medical education in the San Joaquin Valley.

UC Merced is now entering Phase Two of the process, which will involve confirming direction and a broad framework for program development; delineating roles to be played by sister UC campuses; recruiting and retaining a director of the UC Merced medical education initiative (M.D.) and appointing an academic task force; maintaining contact with elected leaders and key civic and health care representatives in the Valley; and initiating a fund raising campaign.

Phase Three will involve developing detailed program plans and budgets for program implementation. It is contingent upon the outcomes of the Phase Two planning efforts and receiving further direction from the UC Office of the President and approval from the UC Board of Regents. The range of Phase Three activities is likely to include, but not be limited to, development of overall curriculum strategy; development of multi-year timetable for medical education program enrollment; determining staffing requirements; and refinement of research strategy.

- **Objective B: Establish the Central Valley Nursing Education Consortium.**

The vision for the Central Valley Nursing Education Consortium (Consortium) an enhanced educational system that more than meets the region's demand for registered nurses, and in doing so, contributes measurably to improved community health.

The Consortium will serve as the "go to" organization for the development and management of an organized, coordinated and sustainable regional strategy for addressing the region's RN shortage. The Consortium and its partners ensure that the Central Valley is educating more registered nurses (RN) than it needs to care

for its growing population and to meet the health care needs of medically underserved areas, while at the same time serving as a source of registered nurses for the rest of California. By developing and executing a regional, coordinated plan, the Consortium will facilitate an *increase in the number of RN graduates by at least 250 annually beginning in January 2008.*

Through a series of strategic planning sessions facilitated by the Hospital Council of Northern and Central California with the region's health care training providers, a series of barriers and opportunities for addressing the RN shortage were identified. The Consortium will address those barriers and opportunities through the following program components: (1) enhanced level of student support services focused on increasing student retention rates and increasing NCLEX pass rates, (2) creation of a centralized faculty resource center to better coordinate the supply of faculty throughout the region, (3) creation of a computerized clinical placement system to increase availability of clinical placement slots, and (4) enhanced use of distance learning nursing initiatives.

Once the Consortium and its program components are in place, the effort will expand to include other health care work force shortages and will become the *Central Valley Consortium for the Health Professions.*

B. At-A-Glance Matrix

Higher Education and Workforce Development

Mission Statement

Expand higher education opportunities and develop the workforce preparation infrastructure to support sustained, long-term economic vitality.

Indicators: Increase per capita and median household income; decrease unemployment; decrease percent of families below the poverty line; increase job growth in target industries; increase enrollment in and completion of training/education beyond high school; increase college graduation rates; increase education attainment; increase access to and use of advanced communication services.

Immediate Actions (First Year)	Short Term Actions (2-3 Years)	Intermediate Actions (4-6 Years)	Long-Term Actions (7-10 Years)	Responsible Implementer
Goal 1: Create a demand-driven workforce investment system that supports target clusters: (1) Agribusiness, including Food Processing, Agricultural Technology, and Biotechnology; (2) Manufacturing; (3) Supply Chain Management and Logistics; (4) Health and Medical Care; and (5) Renewable Energy.				
Objective A: Align workforce development resources to support target industry clusters.				
WIBs and CCs adopt target industry clusters.				WIBs, CCs
Objective B: Occupational analysis of key jobs in target industries.				
Develop framework for analysis; compile existing data; conduct new research, including collecting sample job descriptions.	Develop system for routine data collection.	Ongoing data collection and analysis of employment trends.	Ongoing data collection and analysis of employment trends.	WIBs, CCs, EDCs
Objective C: Web-based inventory of vocational training and "gap analysis."				
Complete regional inventory of vocational training (including private vocational and ROP training), web directory, and "gap" analysis.	Prepare and implement region-wide strategic plan for expanding capacity of vocational training; plan and conduct promotional campaign for online training directory; ongoing maintenance of online training directory.	Ongoing implementation of strategic plan for vocational education; ongoing promotion and maintenance of online training directory.	Completion of strategic plan for vocational education; ongoing promotion and maintenance of online training directory.	WIBs, CCs, Private Colleges

Objective D: Region-wide business intelligence tool.				
No immediate actions - completion of other activities in the action plan need to be completed first.	Define requirements for data management tool; identify and procure tool.	Implement business intelligence system.	Ongoing use of data management tool.	WIBs, CCs, EDCs
Objective E: Create a Just In Time Training Voucher Fund.				
Identify lead agency; define industry target(s); define training curriculum and objectives; execute contract with ETP.	Expand target industry(ies) and expand contract with ETP to up to \$4 million.	Continue annual contracts with ETP (\$4 million annually).	Continue annual contracts with ETP (\$4 million annually).	WIBs, CCs
Objective F: Address workforce supply on a regional basis.				
Secure funding; purchase a standardized system and associated training for each county lead; create a "career readiness certificate" focused on a target cluster(s); launch initial marketing effort targeting businesses.	Expand the credentialing system; curriculum design; develop customized solutions for businesses; integration of assessment tool into secondary and post-secondary Career and Technical Education programs.	Continue to promote the Career Readiness Certificate; continue to expand the assessment system.	Continue to promote the Career Readiness Certificate; continue to expand the assessment system.	WIBs, CCs, EDCs
Objective G: Align career technical education with target industries.				
Convene team of ROP leaders from throughout the Valley; assess career technical education that is already in place; identify gaps for meeting target industries' needs.	Develop specific plan outlining the programs and resources needed to meet industries' needs. Begin execution of the plan.	Ongoing implementation of the plan.	Ongoing implementation. Evaluation of results.	High School Vocational Education/ROP leaders, CCs, WIBs

Objective H: Establish San Joaquin Valley Workforce Consortium.				
Execute MOU among WIBs that defines the scope and parameters of the Consortium; confirm work plan; identify resources and execute work plan.	Ongoing collaboration to implement this action plan - facilitated by the Consortium.	Ongoing collaboration to implement this action plan - facilitated by the Consortium.	Ongoing collaboration to implement this action plan - facilitated by the Consortium.	WIBs
Objective I: Align the efforts of the San Joaquin Valley's economic development corporations, the San Joaquin Valley Workforce Consortium and the California Community College Central Region Consortium				
Define purpose and scope of ongoing collaboration among WIBs, CCs, and EDCs; hold first annual strategic planning session.	Ongoing collaboration among WIBs, EDCs, and CCs to implement this action plan.	Ongoing collaboration among WIBs, EDCs, and CCs to implement this action plan.	Ongoing collaboration among WIBs, EDCs, and CCs to implement this action plan.	WIBs, EDCs, CCs
Goal 2: Develop a college-going culture in the San Joaquin Valley.				
Objective A: Improve academic preparation and increase expectations for student achievement.				
Commission a report from the Education Trust - West or a similar agency to provide data defining the scope of the problem and the social and economic cost of low college attainment in the region. Research parent engagement programs (such as PIQE) and recommend best ones to school districts. Work with CVHEC to provide a social marketing campaign targeting Latino and African-American males with college recruitment messages. Identify a "college counselor" at every Valley high school.	Implement parent engagement workshops in lowest college-going areas of the Valley. Implement K-12 workshops for teachers and administrators on being "college-going advocates."	Ongoing collaboration between County Offices of Education and CVHEC to implement this action plan.	Ongoing collaboration between County Offices of Education and CVHEC to implement this action plan.	County Offices of Education and CVHEC and member institutions.

Objective B: Increase accessibility of financial aid.				
High schools require completion of FAFSA for all seniors. Special “Cash for College” CSAC campaign for the San Joaquin Valley. CVHEC financial aid directors hold seminars for selected high school guidance counselors on financial aid basics. Cal Grants indexed to cost of living increases.	Review and ease restrictions on student workers in college. Consider state legislation offering additional financial incentives to students to attend college and offering higher education institutions additional financial support for graduating students.	Ongoing collaboration between CSAC, County Offices of Education, CA Dept. of Education, and CVHEC to implement this action plan.	Ongoing collaboration between CSAC, County Offices of Education, CA Dept. of Education, and CVHEC to implement this action plan.	California Student Aid Commission (CSAC), County Offices of Education, CA Dept. of Education, CVHEC
Objective C: Increase availability of information and resources to students and parents.				
Plan and open a prototype walk-in higher education information center. Engage radio and television campaigns to enhance awareness of where to go for college access information.	Expand parent workshops throughout San Joaquin Valley. Open one new higher education information center.	Ongoing collaboration between CVHEC and County offices of Education to implement this action plan.	Ongoing collaboration between CVHEC and County offices of Education to implement this action plan.	CVHEC, County Offices of Education
Objective D: Increase collaboration between higher education and P-12 education.				
Identify and inventory all Valley collaborative P-12 – higher education initiatives.	Develop 3 new P-16 collaboration groups.	Develop 3 additional P-16 groups.	Have at least one active P-16 collaboration meeting regularly in each San Joaquin Valley county.	County office of education, CVHEC
Objective E: Align academic content to support economic vitality.				
Determine current relations between IHEs (institutions of higher education) and WIBs for currency with latest employment needs and trends.	Maintain ongoing dialog on at least an annual basis	Maintain ongoing dialog on at least an annual basis	Maintain ongoing dialog on at least an annual basis	IHEs, WIBs

Objective F: Assure access to Educational Opportunities.				
Identify lowest college-attainment areas in San Joaquin Valley	Identify the most effective technologies for making educational opportunities accessible; apply for grant funding and implement as funding allows	Continue the above process.	Continue the above process.	CVHEC institutions, developing P-16 Councils
Objective G: Expand vocational education offerings in the San Joaquin Valley.				
Determine needed areas of expansion of vocation education.	Revise funding formulas to allow for vocational education program expansion.	Implement expansion programs.	Review current needs and continue implementation of expansion	CCs, WIBs
Goal 3: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.				
Objective A: Establish a UC Merced medical school within 10 years.				
<i>See Health and Human Services Action Plan.</i>				
Objective B: Establish the Central Valley Nursing Education Consortium.				
<i>See Health and Human Services Action Plan.</i>				
*Abbreviation Code:				
CCs - Community Colleges		EDCs - Economic Development Corporations/Commissions		
CSAC - California Student Aid Commission		WIBs - Workforce Investment Boards		
CVHEC - Central Valley Higher Education Consortium				

IV. Resources for Implementation

A. Existing Resources

The opportunity to leverage existing resources and organizations to implement the above recommendations is fairly significant. For instance, the proposed “Just In Time” training fund could be funded through the Employment Training Panel. Representatives from the Work Group have had preliminary discussions with the Employment Training Panel, and there is a definite interest in working with the region to set up such a fund. Furthermore, many of the actions recommended for establishing a comprehensive, demand-driven workforce investment system are building from efforts that are already happening in various counties in the region. The opportunity is to scale those efforts on a regional basis to make maximum, positive impact.

B. Additional Resources

Despite every attempt to leverage existing resources, there will be a need for additional resources to fund the implementation of the Higher Education and Workforce Development Work Group plan. The following represents an estimate of the additional resources that would be needed to seed the recommendations. Please note that the information in the table below is not a total picture of investments needed/generated by each recommendation. *Rather, it is simply an estimate of investment needed to launch the efforts.*

*** = New Resources Needed**

Recommendation	First 12 Months	Years 2-3	Years 4-6	Years 7-10	Total
Goal #1: Create a comprehensive, demand-driven workforce investment system that supports the growth of the region’s target industry clusters.					
Align workforce development resources to support target clusters.	No additional funds needed.	N/A	N/A	N/A	\$0
Conduct occupational Analysis of Key Jobs in Target Industries.	\$50,000 to complete initial survey and establish ongoing system.	\$50,000* (\$25,000 each year) for ongoing surveys.	\$75,000* (\$25,000 each year) for ongoing surveys	\$100,000 (\$25,000 each year) for ongoing surveys	\$275,000
Develop web-based inventory of vocational training and Gap Analysis	\$50,000* for the regional inventory and development of web based directory.	\$10,000* (\$5,000 each year) for updates	\$15,000* (\$5,000 each year) for updates	\$20,000* (\$5,000 each year) for updates	\$95,000
Develop region-wide business intelligence tool	No expenses anticipated	\$500,000 (\$250,000 each year)	Self supporting	Self supporting	\$500,000
Create a Just In Time Training Voucher Fund	\$1,000,000* (proposed initial contract	\$8,000,000* (\$4,000,000 contract each	\$12,000,000* (\$4,000,000 contract each	\$16,000,000* (\$4,000,000 contract each	\$37,000,000*

	with ETP)	year)	year)	year)	
Address workforce supply on a regional basis	\$5,000,000	\$5,000,000	\$0	\$0	\$10,000,000
Align career technical education with target industries.	\$350,000	\$700,000 (\$350,000 for each year)	Self supporting	Self supporting	\$1,050,000
Establish the San Joaquin Valley Workforce Consortium	\$150,000* to hire staff and initial operating costs	\$300,000* (\$150,000 each year)	Self Supporting	Self Supporting	\$450,000*
Align WIBs, CCs, EDCs	\$15,000* for strategy sessions.	\$30,000* (\$15,000 each year)	Self Supporting	Self Supporting	\$45,000
Goal #2: Develop a college-going culture in the San Joaquin Valley.					
Improve academic preparation and increase expectations for student achievement.	\$75,000 (teacher workshops; data collection)	\$100,000 (\$50,000 per year for teacher workshops)	\$275,000 (\$75,000 per year for teacher workshops; \$50,000 for data collection in year 4)	\$500,000 (\$100,000 per year for teacher workshops; \$50,000 for data collection in years 7 & 10)	\$950,000
Increase accessibility of financial aid.	\$100,000 (high school counselor training in financial aid)	\$300,000 (\$150,000 per year for high school counselor training in financial aid)	\$525,000 (\$175,000 per year for high school counselor financial aid training)	\$720,000 (\$180,000 per year for high school counselor financial aid training)	\$1,645,000
Increase availability of information and resources to students and parents.	\$450,000 (\$150,000 for public awareness media campaign; \$100,000 for parent workshops; \$200,000 for higher education info centers)	\$1,200,000 (\$150,000/yr for media campaign; \$150,000/yr for parent workshops; \$300,000 yr. for higher education information centers)	\$1,950,000 (\$175,000/yr for media campaign; \$175,000/yr for parent workshops; \$300,000/yr for higher education info centers)	\$3,000,000 (\$200,000/yr for media campaign; \$200,000/yr for parent workshops; \$350,000/yr for higher ed info centers)	\$6,600,000
Increase collaboration between higher education and P-12 education.	\$100,000 ("P-16" regional coordination and start-up costs)	\$250,000 (\$75,000/yr for P-16 regional coordination; \$50,000/yr for mini-grants)	\$525,000 (\$100,000/yr for P-16 regional coordination; \$75,000/yr for mini-grants)	\$720,000 (\$100,000/yr for P-16 regional coordination; \$80,000/yr for mini-grants)	\$1,595,000
Align academic content to support economic vitality.	\$0	\$0	\$0	\$0	\$0
Assure access to	\$50,000	\$2,000,000 (in	\$3,000,000 (in	\$5,000,000	

educational opportunities.	(\$50,000 for technology needs study)	year 2 for equipment)	year 5 for equipment)	(\$2,500,000 each in years 7 and 9 for equipment)	\$10,050,000
Expand vocational offerings.	\$50,000 (campaign to change state funding formulas for voc ed)	\$0	\$0	\$0	\$50,000
Goal #3: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.					
Establish a UC Merced medical school within 10 years.	Phase Two (Years 1-3): \$6 million (Approximately \$3 million per year beginning in year 2 for central support)		Phase Three (Years 4-6): \$9 million (Approximately \$3 million per year for central support)	TBD	Total costs TBD
Establish the Central Valley Nursing Education Consortium.	\$250,000* (start-up funds for Year 1).	\$250,000* (start-up funds for Year 2).	Self-supporting	Self-supporting	\$500,000*

V. Status Report

In keeping with the Governor’s mandate for “action, action, action,” many of the recommendations in this action plan have already been initiated or were underway prior to the launch of the Partnership. As a result, an impressive amount of progress has already been made as summarized below.

- Goal 1: Create a comprehensive, demand-driven workforce investment system that supports the growth of the region’s target industry clusters.
 - The local workforce boards and economic development organizations have come to consensus on the target industry clusters in the region and are already directing resources towards those clusters.
 - Several counties have already collected data on high demand jobs in each cluster. Now, that information needs to be compiled to determine what additional data is needed.
 - The California Community College Central Region Consortium has initiated a website (www.training4me.com) to catalog vocational training in the region. It can serve as the basis for the regional inventory.
 - Preliminary discussions with the Employment Training Panel suggest that there is significant willingness to partner with the region to establish the “Just in Time” training voucher fund.
 - The workforce investment boards, community colleges and economic development corporations already have regional, collaborative structures that have been in place for some time. Those organizations can serve as the basis for higher level, more strategic interaction with one another.

- The region's WIBs, community colleges and economic development corporations have collectively begun to pursue grant funds to implement various portions of the above action plan. Region-wide applications were submitted for the U.S. Department of Labor Workforce Innovation in Regional Economic Development initiative and the U.S. Department of Labor Advanced Manufacturing Initiative grant. Multi-county applications have also been submitted for the Department of Labor's Community Based Jobs Training Grant. Also, the California Community College Central Region Consortium has developed a \$10 million proposal for ACT and other partners to fund and implement Goal 1, Objective 4 – "address workforce supply on a regional basis."
- Goal 2: Develop a college-going culture in the San Joaquin Valley.
 - A number of the action items outlined under Goal 2 are beginning to move forward through the Central Valley Higher Education Consortium and other partnerships between K-12 education, colleges and workforce boards throughout the region. Several P-16 Councils have been formed in the San Joaquin Valley. Financial aid training is also taking place. Telecommunications infrastructure for distance learning has been developed through the K-12 education system. The opportunity is to grow those existing efforts to achieve the objectives outlined in this action plan.
- Goal 3: Develop comprehensive education and training systems to meet the healthcare worker shortage in the region.
 - UC Merced has completed Phase One of a multi-phase process to initiate medical education in the Valley. UC Merced officials have documented and demonstrated the need for the program, developed a regional model for medical education, consulted with UC Merced and UCSF Fresno faculty and Valley residents, and submitted a proposal to establish medical education to UC Office of the President. The UC Office of the President authorized UC Merced to work with sister UC institutions to develop a detailed plan for medical education in the San Joaquin Valley.

UC Merced was recently named to receive a \$5 million charitable donation from the United Health Foundation to continue detailed planning, conduct feasibility studies and hire personnel to establish a structured UC Merced medical education program on a pathway to a medical school.

- Thanks to a number of facilitated meetings led by the Hospital Council of Central and Northern California, there is already significant buy-in from the nurse educators in the region to partner to develop the Central Valley Nursing Education Consortium. With seed funds to launch the effort, the Consortium can quickly be established and will achieve 250 nurses each year as early as 2008.